



CITY OF NOVATO
CALIFORNIA

Novato Citizens Finance Advisory/Oversight Committee

Agenda

Thursday, July 15, 2021 – 7:30 AM

Teleconference Only

Chair

Rafelina Maglio

Vice Chair

Mark Milberg

Members

Regina Bianucci Rus, Caitrin Devine, Cris MacKenzie, Tim O'Connor, Andrew Zmyslowski

Staff Liaison

Amy Cunningham

The Novato Citizens Finance Advisory/Oversight Committee welcomes you to attend its meetings which are regularly scheduled the third Thursday every month. Your interest is encouraged and appreciated.

Pursuant to the provisions of the California Governor's Executive Order N-08-20, this meeting will be held by teleconference only.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk at (415) 899-8986. Notification at least 48 hours prior to the meeting will enable the City to make reasonable accommodation to help ensure accessibility to this meeting. The Novato Citizens Finance Advisory/Oversight Committee may discuss and/or take action on any or all of the items listed on the agenda irrespective of how the agenda items are described.

Public Participation/Comment Instructions

Members of the Public may participate and provide public comments to teleconference meetings as follows:

- **Written public comments** may be submitted by email to acunningham@novato.org. Written public comments received more than 3 hours before the start of the meeting will be distributed to the Committee. Written public comment received after the three-hour cut-off, including during and after the meeting, will be collected and placed in the public record. Written public comments will not be read during the meeting.

Closed Captions

Live closed captions are available. To access closed captions during the meeting, click on the CC icon available through Zoom.

Spoken public comments will be accepted through the Zoom meeting platform and via telephone. To address the Committee orally, please read and follow the following instructions carefully:

Join the meeting at: <https://tinyurl.com/k9ahftey>

or

Join at [Zoom.com](https://zoom.com)

Meeting ID: 976 2405 0057

Password: 1960

Should the links above not work, please go to www.novato.org/agendas for updated information.

- a. You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you when it is your turn to speak.
- b. When the Chair calls for public comment on the item on which you wish to speak, please use the “Raise Hand” feature by clicking on the hand icon at the bottom of your screen to notify the Host that you would like to speak.
- c. The Host will unmute speakers in turn. Speakers will be notified when it is their turn to speak.
- d. When called upon, please limit your remarks to the time limit allotted by the Chair or as specified on the agenda. Speakers will be muted when their time is up.

1. Join the meeting via telephone by calling **669-900-6833**

Meeting ID: 976 2405 0057

Password: 1960

- a. When the Chair calls for public comment on the item on which you wish to speak, **press *9** to activate the “Raise Hand” feature to notify the Host that you would like to speak.
- b. The Host will unmute speakers in turn. Speakers will be notified when it is their turn to speak.
- c. When called upon, please limit your remarks to the time limit allotted by the Chair or as specified on the agenda. Speakers will be muted when their time is up.

A. CALL TO ORDER AND ROLL CALL

B. APPROVAL OF FINAL AGENDA

C. PUBLIC COMMENT

All members of the public wishing to address the Novato Citizens Finance Advisory/Oversight Committee are requested to submit a speaker card in advance to the Staff Liaison. (Please remember that all comment cards are PUBLIC RECORDS). The Chair will call the names of speakers from the cards. In addition to receiving comment from the public during the Public Comment period, the Chair will recognize persons from the audience who wish to address the Board, Committee, Commission on a particular agenda item at the time that item is considered.

There is a three-minute time limit to speak although the Chair may shorten the time based on the number of speakers or other factors. A speaker may not yield his or her time to another speaker.

For issues raised during Public Comment that are not on the published agenda, except as otherwise provided under the Ralph M. Brown Act, no action can legally be taken. The Board, Committee, Commission may direct that the item be referred to the Staff Liaison for action or may schedule the item on a subsequent agenda.

D. CONSENT ITEM

All matters listed on the Consent Calendar are considered to be routine and will be enacted by a single vote of the Committee. There will be no separate discussion unless specific items are removed from the Consent Calendar for separate discussion and action. Any Committee Member may remove an item from the Consent Calendar and place it under General Business for discussion.

D.1. Approve the meeting minutes of May 20, 2021.

D.2. Approve the meeting minutes of June 17, 2021.

E. UNFINISHED AND OTHER BUSINESS

E.1. Measure F Report FY18-19.

F. GENERAL BUSINESS

These items include significant and administrative actions of special interest and will usually include a presentation and discussion by the Novato Citizens Finance Advisory/Oversight Committee. They will be enacted upon by a separate vote.

F.1. Discussion on Formation of Ad Hoc Committee for Fiscal Sustainability

F.2. Update on Finance Department Activities by Staff Liaison, Amy Cunningham

G. COMMITTEE AND LIAISON REPORTS

This section is used for Committee Members and the Staff Liaison to orally report on topics that can be considered for discussion at a future meeting.

G.1. Staff Updates

G.2. Committee Member Reports

G.3. The next meeting is scheduled for August 19, 2021 at 7:30 AM via Zoom.

H. ADJOURNMENT

Materials, that are submitted to members of the Committee after the distribution of the meeting's agenda packet will be available upon request. During the COVID-19 crisis, a binder of such distributed materials will not be available for public review.

AFFIDAVIT OF POSTING

I, Jean Holzgang de Buren, certify that on the Thursday before the Novato Citizens Finance Advisory/Oversight Committee meeting of July 15, 2021, the agenda was posted on the City Community Service Board at 922 Machin and on the City's website at novato.org in Novato, California.

/ Jean Holzgang de Buren /
Jean Holzgang de Buren, Office Assistant



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CITY OF NOVATO
CALIFORNIA

Novato Citizens Finance Advisory/Oversight Committee

DRAFT Minutes

Thursday, May 20, 2021 – 7:30 AM

Teleconference Only

A. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Maglio at 7:35 A.M.

Committee Members Present: Regina Bianucci Rus, Caitrin Devine, Cris MacKenzie, Tim O'Connor, Andrew Zmyslowski, Vice Chair Mark Milberg, Chair Rafelina Maglio

Staff Present: Public Works Director – City Engineer Chris Blunk, Finance Director Amy Cunningham, Office Assistant Jean Holzgang de Buren

B. APPROVAL OF FINAL AGENDA

Commission Action: Upon motion by Chair Maglio, the Committee voted 7-0-0-0 to approve the final agenda.

Ayes: Bianucci Rus, Devine, MacKenzie, O'Connor, Zmyslowski, Milberg, Maglio

Noes: None

Abstain: None

Absent: None

Motion Carried

C. PUBLIC COMMENT

None

D. CONSENT ITEMS

D.1. Approve the Meeting minutes from March 18, 2021

Upon motion by Committee Member O'Connor and seconded by Vice Chair Milberg, the Committee voted 4-0-3-0 to approve the Meeting Minutes from March 18, 2021.

Ayes: Devine, MacKenzie, O'Connor, Milberg

Noes: None

Abstain: Bianucci Rus, Zmyslowski, Maglio

Absent: None

Motion Carried

Approve the Meeting minutes from April 15, 2021

D2.

Upon motion by Vice Chair Milberg and seconded by Chair Maglio, the Committee voted 5-0-2-0 to approve the Meeting Minutes from April 15, 2021

Ayes: Bianucci Rus, Devine, MacKenzie, Milberg, Maglio

Noes: None

Abstain: O'Connor, Zmyslowski

Absent: None

Motion Carried

E. UNFINISHED AND OTHER BUSINESS

None

F. GENERAL BUSINESS

F.1. Presentation of Capital Budget by Director of Public Works, Chris Blunk

Director of Public Works, Chris Blunk presented information on the Capital Improvement Program (CIP), described the annual CIP Budget Update Process, provided a CIP Executive Summary for 2022-2026, detailed the proposed new and carryover funding, and provided an update on the City's ongoing Capital projects.

Public Works Director Blunk updated the Committee on the 2021/22 proposed new projects and fund sources which included the annual pavement rehabilitation, underground fuel tank replacements, the DeLong-Diablo corridor enhancements, Pioneer Park play area upgrades, crosswalk enhancements, citywide play structure upgrades, and CDD permitting and CPRA Software Procurement. Total proposed new funding is estimated to be \$3,510, 000. He shared highlights from the proposed new projects including:

- Pioneer Park play area upgrades, which include replacing the small play area equipment with a more inclusive play structure, adding a rubberized surface, and perimeter fencing (anticipated to be completed in early 2022).
- Crosswalk enhancements including in 35 locations citywide in response to resident requests.
- CDD Permitting and CPRA Software procurement to improve staff processing efficiency.

He emphasized that despite the challenges that arose during the pandemic, the public works staff worked hard to continue to deliver projects. Work continued with the preparation of the Storm Drain Master Plan, Hill Recreation Area Central Hub Project, Lamont Avenue Bicycle Lanes, Annual Paving Project, Hamilton Pump Station Cathodic Protection Project, and the Hamilton Swimming Pool Resurfacing Project.

A Committee Member wanted to know what the long-term plans are for the police building; are the plans to stay in the current building, or are different sites being considered? Public Works Director Blunk explained that the City is considering looking at different sites as the current building requires a lot of investment to bring the building into a condition where it matches modern policing needs and to make the building accessible to all.

A Committee Member wanted to know if Public Works is caught up on the backlog of deferred maintenance or if there are still items needing to be addressed. Public Works Director Blunk explained that Novato has done a good job investing in infrastructure and that we try to continue that investment; there is a lot to take care of and the City is in pretty good shape.

A Committee Member noticed that the funds in the slides presented are projected to be diminishing. He asked what kinds of conversations are happening in terms of backfilling the gaps due to increasing construction costs. Public Works Director Blunk shared that there are conversations about backfilling the gap as it relates to the general fund and how the general fund supplements the CIP.

A Committee Member asked for a status update on the train depot. Public Works Director Blunk shared that development of the depot site got bumped back behind all the other work that needed to get done in the City during the pandemic. The project is on hold while we wait for the industry to recover before there is any legitimate interest in that site.

A Committee Member asked for status of the City's retaining walls; have the ones that were in jeopardy of collapsing been replaced? Public Works Director Blunk explained that they have the assessment report of the City's retaining walls and are working through the priorities that were identified for replacement.

A Committee Member wanted to know how the City assesses the safety of the play structures in terms of risk liability for potential injury. Public Works Director Blunk stated that there is a playground assessment report which looked at the current play structure standards and identified non-standard components; the report ranked each play structure as risk levels 1 (the highest risk of potential injury), 2, and 3 (lowest risk of potential injury); the goal is to take care of all risks in level 1, then level 2, then level 3 in all 16 of the City's play structures.

A Committee Member asked if the City has looked into constructing roundabouts. Public Works Director Blunk explained that the City is always looking for the best ways to invest in infrastructure and believes that roundabouts, when built properly, are a great alternative to four-way stops. With current funding, the City needs to do these types of projects when there is a need due to safety or when a level of service does not meet our general plan.

A Committee Member asked if, in terms of improvement planning, does the tool determine your planning horizon, or are you looking out beyond the five years reflected in the tool. Public Works Director Blunk explained that the tool captures five years of planning and that the City looks out further on a few big picture items.

A Committee Member inquired if disposition of City owned property is under Public Works; if so, does Public Works solicit community input? He specifically inquired about the buildings sitting across from the police station and if these buildings could be a potential revenue source for the City. Public Works Director Blunk stated that he oversees the acquisition and disposition of City owned properties and is currently working on three city owned properties that the Council has directed us to work through the disposition process. If someone in the community wants to provide input, the best way to reach staff is by sending an email to pw@novato.org.

A Committee Member inquired about the research on user fees of the sanitary district's help with the City repaving project. Public Works Director Blunk shared that a feasibility study for taking over the franchise agreement for waste collection from Novato Sanitary District and bringing that into the City is ongoing and results will potentially be available by summer of 2021.

Update on Finance Department Activities by Staff Liaison, Amy Cunningham

F.2. Staff Liaison Cunningham provided an update on the FY19/20 year-end close status. The primary bank operating account has been reconciled through September; the disbursements account through December; accounts payable and payroll accounts are reconciled through June of 2020, so the prior fiscal year for those last two accounts is done. The IT department continues to work with BlueRec (for Parks and Recreation), TrakIt (CDD permit system), and with New World to create some new scripts so that the financial information is formatted in a way that New World can use it. Moving forward, this will make the bank

reconciliations easier; this will not help with the backlog of reconciliations but will be helpful moving forward.

Overall, we are continuing to make progress and to get staff trained.

Based on the auditors' suggestion, credit card users have been reduced by 40%; many have been transitioned to using house charge accounts instead of credit cards.

Staff Liaison Cunningham reported that the department is up to date with operating budget journal postings and are continuing to work on the backlog of reviewing the Marin Valley Mobile Country Club (MVMCC) financial statements to make sure that everything reconciles. The current year is up to date. Additionally, the cost recovery invoices are current through March 2021. The next step is to tackle some of the auditor findings about the historic accounts and getting those cleaned up.

Staff received a revised estimate for the federal American Rescue Plan Act dollars, the City's allocation has dropped by \$1.3M, from \$10.4M to \$9.1M. The City Council tentatively earmarked the funds at the April 13, 2021 meeting, and confirmed funding and projects to include in the FY2021/22 budget at the May 18th Budget Workshop.

G. COMMITTEE AND LIAISON REPORTS

G.1. Staff Updates

Agendize the introduction of new Committee Member Andrew Zmyslowski to the June 17, 2021 Committee Meeting.

G.2. Committee Member Reports

The next meeting is scheduled for June 17, 2021 at 7:30 AM.

H. ADJOURNMENT

The meeting was adjourned at 9:06 AM.

I HEREBY CERTIFY that the foregoing minutes were duly adopted at the Novato Citizens Finance Advisory/Oversight Committee Meeting of _____.

/ Jean Holzgang de Buren /
Jean Holzgang de Buren, Office Assistant



CITY OF NOVATO
CALIFORNIA

Novato Citizens Finance Advisory/Oversight Committee

DRAFT Minutes

Thursday, June 17, 2021 – 7:30 AM

Teleconference Only

A. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Maglio at 7:33 A.M.

Committee Members Present: Regina Bianucci Rus, Caitrin Devine, Cris MacKenzie, Tim O'Connor, Andrew Zmyslowski, Vice Chair Mark Milberg, Chair Rafelina Maglio

Staff Present: Finance Director Amy Cunningham, Office Assistant Jean Holzgang de Buren

B. APPROVAL OF FINAL AGENDA

Commission Action: Upon motion by Committee Member O'Connor, and seconded by Committee Member Bianucci Rus, the Committee voted 7-0-0-0 to approve the final agenda.

Ayes: Bianucci Rus, Devine, MacKenzie, O'Connor, Zmyslowski, Milberg, Maglio

Noes: None

Abstain: None

Absent: None

Motion Carried

C. PUBLIC COMMENT

None

D. CONSENT ITEMS

D.1. Approve the Meeting minutes from May 20, 2021

Approval of the meeting minutes moved to the July 15, 2021 meeting.

E. UNFINISHED AND OTHER BUSINESS

E.1. Introduction of New Committee Member Andrew Zmyslowski

Committee Member Andy Zmyslowski was introduced and welcomed by the Committee.

F. GENERAL BUSINESS

F.1 Update on Finance Department Activities by Staff Liaison, Amy Cunningham

Staff Liaison Cunningham provided an update on the 2019/2020 year-end close, stating that the accounts payable, payroll, disbursements accounts are reconciled through June 30, 2020 for the primary bank. Additionally, the Operating account is reconciled through February 2020. The Auditor's field visit is scheduled for August 24, 2021 and staff are focused on completing the remaining bank reconciliations and asset depreciation schedules.

A Committee Member asked if the auditors are aiding with developing standard procedures. Staff Liaison Cunningham explained that the auditors are providing direction and are assisting with the development of basic foundational resources including a schedule of bank accounts and financial institutions as well as a staff reference for debt service.

A Committee Member asked for an explanation of the scope of work for the consultants. Staff Liaison Cunningham shared that the consultants act as City staff and are taking the lead on preparing for the audit; their focus is on the schedules and reconciliations and working through the general ledger and the trial balances.

A Committee Member asked if there is a goal to consolidate the various accounts into a few different loans. Staff Liaison Cunningham explained that some of the accounts have debt restrictions and no options for consolidation. Staff are looking for ways to streamline and continue to document, reconcile, organize, and will revisit consolidation when ready.

Budget Update: Staff Liaison Cunningham shared that the Council received the report and held the budget hearing on June 8, 2021. The operating deficit is projected at just over \$200,000. This does not include any cost assumptions for new labor agreements; all existing agreements expire on June 30, 2021.

Additionally, it was explained that the staff report listed one-time fund uses. Council approved the addition of funding for a homeless initiative to expand the

number of case workers and housing vouchers. The cost is an additional \$240,000 from federal funds.

Staff Liaison Cunningham discussed the Federal American Rescue Plan Dollars and stated that there is no final guidance yet on the method to calculate loss of revenues due to the pandemic.

A Committee member proposed that interested members do research to learn how other cities are creating revenue. Staff Liaison Cunningham will agendize this proposal at the July meeting and discuss an ad-hoc committee at that time.

Comprehensive Fee Study Status: Staff Liaison Cunningham stated that the comprehensive fee study is in the finishing stages. The consultants will be invited to attend this Committee in August to present their results and findings and to request input in August, before taking the study to Council in September.

G. COMMITTEE AND LIAISON REPORTS

G.1. Staff Updates

Staff Liaison Cunningham provided an update on hiring and training. The budget analyst position is still vacant; recruitment will be reopened next week. The Deputy Director position will be opened at the end of this week; this is a continuous recruitment looking for municipal finance experience. The recruitment for the new/additional accountant will start later.

It is anticipated that the consultants will minimally be needed for another year.

H. Committee Member Reports

A Committee Member requested to finalize the measure F Report; this will be agendized for the July meeting.

The next meeting is scheduled for July 15, 2021 at 7:30 AM via Zoom.

ADJOURNMENT

The meeting was adjourned at 8:51 AM.

I HEREBY CERTIFY that the foregoing minutes were duly adopted at the Novato Citizens Finance Advisory/Oversight Committee Meeting of _____.

/ Jean Holzgang de Buren /
Jean Holzgang de Buren, Office Assistant

DRAFT

STAFF REPORT

MEETING

DATE: July 15, 2021

TO: Citizens Finance Oversight/Advisory Committee

FROM: Amy Cunningham, Finance Director

SUBJECT: Measure F Annual Report – Fiscal Year 2018/19**REQUEST**

Provide direction on completion of FY 2018/19 Measure F Annual Report.

DISCUSSION

The Citizens Finance Oversight/Advisory Committee began preparations for the annual Measure F report several months ago. Due to Finance Department vacancies and a backlog of finance related work, Staff have been delayed in gathering the financial data necessary for the Citizens Finance Oversight / Advisory Committee (Committee) to complete the annual report. With the completion of the FY 2018/19 audit in February 2021, Staff is prepared to gather the financial data necessary to complete the report.

Staff recommends the Committee discuss the work that has been completed to-date and provide direction on how to proceed with completion of the Measure F report for FY 2018/19.

STAFF REPORT

MEETING

DATE: July 15, 2021

TO: Citizens Finance Oversight/Advisory Committee

FROM: Amy Cunningham, Finance Director

SUBJECT: Potential Ad Hoc Subcommittee on Fiscal Sustainability**REQUEST**

Discuss interest in forming an ad hoc subcommittee of the Citizens Finance Oversight/Advisory Committee (Committee) to research how other agencies have supported long-term fiscal sustainability within their communities.

DISCUSSION

At their June 17, 2021 meeting, Committee members expressed interest in forming an ad hoc subcommittee to research fiscal sustainability efforts used in other communities to ensure ongoing fiscal health.

Staff recommends the Committee discuss the potential of forming an ad hoc subcommittee. If there is interest in forming a subcommittee, Staff recommends the Committee: (1) identify up to three members to serve on the subcommittee; (2) discuss the scope of research; and (3) identify the desired outcomes of the ad hoc committee's work within the parameters of the Committee's defined role and responsibilities (Resolution #2016-078).

Attachment 1: Resolution #2016-078: Committee Roles & Responsibilities

RESOLUTION NO. 2016-078

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF NOVATO MODIFYING RESOLUTION 07-11; ESTABLISHING NEW ROLES AND RESPONSIBILITIES FOR THE MEASURE F OVERSIGHT / CITIZENS FINANCE COMMITTEE; AND ESTABLISHING SAID COMMITTEE AS THE OFFICIAL OVERSIGHT COMMITTEE FOR NOVATO'S MEASURE C TRANSACTIONS AND USE TAX

WHEREAS, the City Council rescinded its former "Citizens Finance Committee" with Resolution 06-11 on February 22, 2011; and

WHEREAS, the Measure F transactions and use tax ballot language adopted by the voters of Novato in November 2010 called for a Measure F Oversight Committee; and

WHEREAS, the City Council re-established a joint Committee with Resolution 07-11 on February 22, 2011 to act as both a Citizens Finance Committee and the Measure F Oversight Committee; and

WHEREAS, the Measure F ordinance sunsetted on March 31, 2016; and

WHEREAS, in November 2015 the voters of the City of Novato approved Measure C, a new transactions and use tax ordinance which also calls for a Citizens Oversight Committee; and

WHEREAS, the City Council wishes to continue the existing Measure F Oversight / Citizens Finance Committee while also revising its roles and responsibilities and establishing said Committee as the official Citizens Oversight Committee required under the Measure C ordinance;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby approves the following changes to Resolution 07-11

1. The name of the Committee is hereby changed to the "Novato Citizens Finance Advisory / Oversight Committee."
2. The mission, roles, and responsibilities of the Committee are hereby amended to read as follows:

Committee Mission:

The mission of the Committee is to provide regular feedback, insight and recommendations and report periodically to the City Council on a variety of financial matters such as financial policies, long-term fiscal sustainability, budget and forecast assumptions, etc. The Committee also shall act as the official Citizens Oversight Committee as required by the Novato transactions and use tax ordinance (Measure F and Measure C).

Committee Role:

The committee shall be advisory to the City Council.

Citizens Finance Advisory Responsibilities:

1. Review existing fiscal policies from time-to-time and/or recommend new fiscal policies to the City Council; including guidelines for the use of fund balances, surpluses and other reserves.
2. Review the City's actual financial performance regularly.
3. Review budget assumptions and budget process.
4. Review the City's General Fund financial forecast regularly.
5. Review the financial status of other funds regularly as appropriate.
6. Collaborate with City staff to determine long-term financial needs, obligations, and funding strategies to achieve long-term sustainability.
7. Collaborate with staff on strategies to encourage public information and communication regarding the City's financial situation and options for improving the City's financial health.

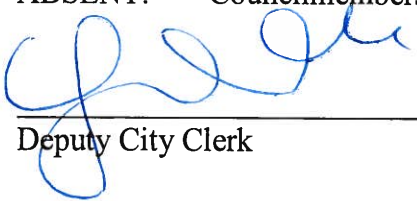
Measure F and Measure C Oversight Responsibilities:

1. Review the budgeted expenditures from Measure F and provide feedback.
2. Review the budgeted revenues and expenditures from Measure C and provide feedback.
3. Review and report annually on the expenditure of Measure F funds, and make the report available to the public.
4. Review and report annually on the revenues and expenditures of Measure C funds, and make the report available to the public; if such funds are deposited into the General Fund of the City, the report may take the form of a General Fund-wide annual report of activities and expenditures.
3. The Committee responsibilities with respect to Measure F shall sunset when all Measure F funds have been spent.
4. The Committee responsibilities with respect to Measure C shall sunset when the Measure C ordinance expires.

* * * * *

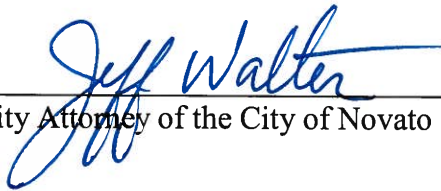
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 13th day of December, 2016, by the following vote, to wit:

AYES:	Councilmembers	Drew, Eklund, Fryday, Lucan, Athas
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



Deputy City Clerk

Approved as to form:



City Attorney of the City of Novato

STAFF REPORT

MEETING

DATE: July 15, 2021

TO: Citizens Finance Oversight/Advisory Committee

FROM: Amy Cunningham, Finance Director

SUBJECT: Update on Finance Department Activities**REQUEST**

Receive update on Finance Department activities.

DISCUSSION

Staff will provide the Citizens Finance Oversight/Advisory Committee (Committee) with updates on current finance activities including:

- FY19/20 Year End Close Status
- Federal American Rescue Plan Funds Update
- Recruitment Update
- Other Updates

Staff recommends the Committee receive the report and provide any feedback on the above areas.